

**INFLUENCE OF MOTIVATION PRACTICES ON EMPLOYEE
PERFORMANCE OF COMMERCIAL BANKS IN KENYA:
A CASE OF NATIONAL BANK OF KENYA, NAIROBI HEAD OFFICE**

LORNA NJERI WANJAGI

16M03DMBA055

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF
REQUIREMENTS FOR THE AWARDS OF MASTER IN BUSINESS
ADMINISTRATION IN THE SCHOOL OF BUSINESS OF AFRICA NAZARENE
UNIVERSITY**

MARCH 2022

DECLARATION

I declare that this research proposal is my original work and that it has not, been presented in any other University for academic work

Name (printed): Lorna Njeri Wanjagi



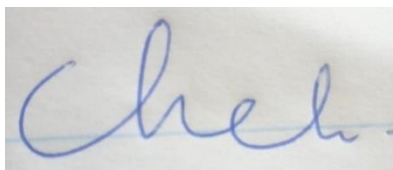
28/05/2022

Student signature

Date (dd/mm/yyyy)

This research was conducted under our supervision and is submitted with our approval as university supervisors.

Supervisor name (printed): Dr. Charles Weda



6/06/2022

University supervisor signature

Date (dd/mm/yyyy)

DEDICATION

I would like to dedicate this research proposal to my husband David Ndome, my parents Mr. & Mrs. Gathage, and my children, Elsie, Alana, Elena, and Ethan Wanjagi.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
TABLE OF CONTENTS	iv
DEFINITION OF KEY TERMS.....	viii
LIST OF TABLES.....	x
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS.....	xii
CHAPTER ONE.....	1
INTRODUCTION AND BACKGROUND OF THE STUDY	1
1.1. Introduction	1
1.1 Background of the Study	1
1.2. Statement of the Problem.....	4
1.3 Objectives of the Study.....	5
1.3.1 General Objective	6
1.3.2 Specific Objectives	6
1.4 Research Questions.....	6
1.5 Significance of the Study.....	7
1.6. Scope of the Study	7
1.7 Limitation of the Study	8
1.8 Delimitations of the Study	8
1.9 Assumptions of the Study	8
1.10. Theoretical Framework.....	8
1.12. Victor Vroom’s Expectancy Theory.....	9
1.13. Human Capital Theory	10
1.13. Conceptual framework.....	11
CHAPTER TWO.....	14
LITERATURE REVIEW	14
2.0 Introduction.....	14

2.1 Empirical Review	14
2.1.1 Employee Performance.....	14
2.1.2 Employee Engagement and employee performance.....	16
2.1.3. Training and Employee’s Performance	18
2.1.4. Skills Development Practice and Employee’s Performance	21
2.2 Summary and Research Gap.....	24
CHAPTER THREE	27
RESEARCH DESIGN AND METHODOLOGY	27
3.1 Introduction.....	27
3.2 Research Design	27
3.3 Research Site and Rationale	27
3.4 Target Population.....	28
Table 3.1: Study Population	28
3.5 Sampling Procedure.....	28
3.6 Sample Size	29
Table 3.2 Sample Size	30
3.7 Data Collection Procedure.....	30
3.8 Research Instrument	30
3.8.1 Piloting of Research Instruments.....	31
3.8.2 Validity of Findings.....	31
3.8.3 Reliability of Research Instruments.....	32
3.9 Data Analysis and Presentation	32
3.10 Ethical Considerations	33
CHAPTER FOUR	34
DATA ANALYSIS AND FINDINGS	34
4.1 Introduction.....	34
4.2 Response Rate.....	34
4.3 Characteristics of the Respondents	35
4.3.1 Distributions of Respondents by Age.....	35
4.4. Gender analysis.....	36
4.5. Distribution of Respondents by Education Level.....	36

4.7 Years of Experience.....	38
4.8 Presentation of Research Analysis, Findings, and Interpretation	39
4.9. Regression Analysis.....	49
CHAPTER FIVE	52
DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS	52
5.1 Introduction.....	52
5.2. Discussion.....	52
5.2.1: Training practices and performance of employees.....	52
5.2.2 Engagement and employee performance.....	53
5.2.3 Skill development and performance of employees.....	54
5.3 Summary of the Findings.....	55
5.3.1 Training practices and Employee Performance	55
5.3.2 Engagement and Employee Performance	55
5.3.3 Skill development and employee performance.....	56
5.4 Conclusion	51
5.5. Recommendation	52
5.6 Areas for Further research	52
REFEFENCES.....	54
APPENDIX I: LETTER TO THE RESPONDENT	58
APPENDIX II: QUESTIONNAIRE.....	59
APPENDIX III: RESEARCH PERMIT	63
APPENDIX IV: RESEARCH AUTHORIZATION LETTER.....	64
APPENDIX V – MAP OF STUDY AREA (NAIROBI COUNTY, KENYA).....	65

ABSTRACT

In today's business environment, human resources provide the best resource that impact the performance of both employees and the organization. To achieve the set goals, organizations employ human resources best practices that are known to motivate not only employees but other stakeholders in the organization. The general objective of this research was to determine the influence of motivation practices on employee performance of commercial banks in Kenya with a focus of National Bank of Kenya, Head Office, Nairobi. The specific objectives of the study were to determine the influence of training practice on employee performance of National Bank of Kenya, to assess the influence of employee engagement practice on employee performance of National Bank of Kenya and to determine the influence of skills development practice on employee performance of National Bank of Kenya. The study is informed by Victor Vroom's Expectancy Theory and Human capital theory. The study adopted a descriptive survey design. The target population was all the 215 staff of National Bank in Head Office, Nairobi. Stratified random sampling was used to select respondents and the sample size was 143 respondents. Structured questionnaires were used to collect primary data from respondents while secondary data was obtained from CMA, NSE, CBK, and annual financial reports of the National Bank of Kenya. The results were analyzed using descriptive statistics which involved the use of percentage, mean, standard deviation, and coefficient of variation, and presented in form of tables and figures. Validity of the research instrument was tested using the researchers' supervisor and industry experts while the reliability of the research instruments was tested using Cronbach Alpha formula where all variables had a coefficient above 0.7, thus were acceptable. The findings of this study were beneficial to policy makers, bank managers, researchers, scholars and academicians. Specifically the findings of the study found a practical and statistically significant positive relationship between motivation practices and employee performance. The findings of the study established that training resulted in employee satisfaction. In addition the findings of the study revealed that skills development and employee engagement has a great effect on employee performance. The study recommended that organizations should identify training needs before engaging in training programs to customize on training. Moreover, organizations should focus on adequate skill development by organizing clear recruitment measures, on job training, career days, workshops and conferences. The study recommended job rotations, innovations, job descriptions to enhance employee engagement and increase knowledge and experience of employees.

DEFINITION OF KEY TERMS

- Employee engagement:** describes employees who are psychologically involved in, connected to, and committed to getting one's jobs done.
- Employee Performance:** describes how an employee fulfills their job duties and exercises and their required tasks.
- Employee:** Operationally defined, this term will be used to mean someone who gets paid a salary or wage to work for an employer, i.e., another person, business or company.
- Human Capital:** explained as combined intelligence, skills, knowledge, attitude, health and expertise that gives the organization its distinctive character. It is the skills and capabilities that reside in people (Joshi & Isis, 2019).
- Performance:** For the purposes of this study, the word performance will be used to denote a record of outcomes produced on specified job functions or activities during a specified period of time.
- Training:** Operationally defined, this term will be used to denote the teaching and learning activities carried out for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities and attitudes needed to perform a particular task or job.

Skills development: defined as what we do to improve productivity in the workplace and the competitiveness of our businesses and to improve the quality of work life of workers, their prospects of work and their mobility.

LIST OF TABLES

Table 3.1 Study Population.....	28
Table 3.2 Sample Size.....	30
Table 4.1 response rate.....	34
Table 4.2 respondents age.....	35
Table 4.3 Gender respondents.....	36
Table 4.4 education level.....	36
Table 4.5 position in organization.....	37
Table 4.6 Years of experience.....	38
Table 4.8 Contribution of Training practices on performance.....	39
Table 4.9 Skill development practices on employee performance.....	42
Table 4.10 Employee engagement and performance.....	44
Table 4.11 Model Summary.....	47
Table 4.12 Analysis of Variance.....	47
Table 4.13 Regression coefficient.....	47

LIST OF FIGURES

Figure 1.1 Conceptual Framemwork12

LIST OF ABBREVIATIONS

CBK	Central Bank of Kenya
CMA	Capital Markets Authority
HRM	Human Resource Management
NBK	National Bank of Kenya
NSE	Nairobi Stock Exchange
RCE	Return of Capital Employed
ROI	Return on Investment
SPSS	Statistical Packages for Social Sciences
ILO	International Labour Organization
NACOSTI	National Commission for Science, Technology, and Innovation

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1. Introduction

The chapter focuses on the background of the study, it introduces the concept of staff motivation with the effect on employee performance. This chapter presents the background and problem statement on influence of training and employees' performance. In addition, the chapter explains on the purpose, objectives, questions, scope and significance of the research. Further, it discusses the delimitations, limitations and assumptions, theories and a conceptual framework.

1.1 Background of the Study

Motivation is the underlying force or drive that guides a person's action and behavior. It categorizes employees' energies to accomplish given tasks that contribute to organizational growth. (Pang and Lu, 2018). Baumeister, (2016), defines motivation as the psychological forces that determine the direction of a persons' level of effort as well as a person persistence in the face of obstacles. Human capital is the largest component of wealth of nations overall World Bank, (2018). In a dynamic business environment, effective employees' practices help managers attract and retain the best, highly engaged and talented employees. In organizations, recruitment of employees must be robust enough to guarantee the recruiter with the better understanding to acquire the best human capital, Al-Madi, (2017). Human capital refers to the knowledge, expertise, and skill one accumulates through education and training (Noko & Nwuzor, 2021). The emphasis on motivation in organizations reflects the view that market value depends on human resources and intellectual capital, therefore, motivation dynamics consists of human capital, customer capital, structural capital, social capital, technological capital, and spiritual capital Pablos and Tennyson, (2018).

The banking sector all over the world acts as the life blood of modern trade and economic development and thus a major source of finance to the economy, Ongore and Kusa, (2017). The success and growth of commercial banks is mainly dependent on competitive employees. This has resulted in a lot of changes in the banking environment in terms of operations in order to improve the financial performance (Hussein and Bhatti, 2016).

Globalization is being experienced by most organizations in Kenya. Neeral (2018), states the opportunities and challenges of leadership and management are signs different from the past and the last decade industrial psychologists and management practitioners have long been interested in researching for factors which influence motivation and productivity of employees (Chung 2016) In Kenya, Mukururi and Ngari (2016) noted there has been an endearing shift from a twelve-hour economy to a twenty-four-hour economy. This has resulted in work intensity as banks move to more working hours. This has led not only to greater workload where shifts are not managed properly but also to higher stress levels from the long working hours. In addition, the banks lacked policies to adequately support the well-being of the employees hence lack of work life balance. Every employee has a personal and professional life and employers need to ensure the employee can attend to both parts adequately otherwise lack of balance results in lack of satisfaction. Banks have been awash with scandals which have led to loss of trust from customers, employees, the public, governments, and other stakeholders. Banks must complement the pursuit for profitability with social good (Protus Kiprop, Kemboi & Mutai, (2015).

Renard and Snelgar (2017), conducted a study to assess motivation among employees in nonprofit organizations from South Africa and Belgium. Results revealed that there are dimensions that come to play when looking at what drives employees to work: the level to which employees personally are connected to work, which includes aligning personal goals to organization's philosophy and the extent the values and passions fit with the mission of the organization. The desire to present

the best service and the desire to make a difference and the tendency to exhibit pro-social attributes and employees going beyond the call of duty where the passion transcends the job description

Employee performance is the process of functioning in a stipulated predetermined manner and achieving the expected results within its framework and success of every organization and relative contribution to the mission and vision statements. Performance can be measured in terms of effectiveness and efficiency, personal data such as measures of accidents, turnover, and absence among others. Hence, it can be argued that performance depends on the quality of human capital among other factors.

According to Pitafi, Kanwal, Ali, Khan and Ameen (2018), employee performance is associated with employees' competence, skills, knowledge, abilities, experience, willingness and motivation. The performance of Commercial Banks is reflected in Kenya's economy which is estimated to have expanded by 5.9 per cent in 2015, compared to a growth of 5.3 per cent in 2014 (RoK, 2016). Mulupi (2014) noted that National Bank of Kenya holds more than 30% of banking contracts for investors in Kenya and that the banking is a booming business. The International Monetary Fund reported that the deteriorating banking conditions have been attributed to uneven performance of some of the country's economy (ICTJ, 2020).

According to the Central Bank of Kenya (CBK), which is the regulator of financial institutions in Kenya, there are 44 banks in Kenya made up of 43 commercial banks and one mortgage financial institution. Out of these, 31 were locally owned and 13 foreign owned. The government has a stake in 3 banks namely National Bank of Kenya, Consolidated Bank and Development Bank of Kenya. Whereas performance for some banks has grown tremendously, performance for others have declined in equal measure (CBK, 2017).

The Kenyan banking sector has experienced a lot of turmoil with three banks being closed and placed under receivership: Dubai Bank Kenya Limited, Imperial Bank Limited, and Chase Bank

Kenya Limited. Chase Bank Kenya Limited was reopened but is operating under a receiver manager (CBK, 2017). There are new regulation capping interest rates which have made the profitability of commercial banks to fall significantly. This has led to investment in technology to save on costs as well as capitalize on efficiencies. As a result, majority of the banks have closed branches in rightsizing exercises, offering retirement packages, and declaring redundancies. These changes have resulted in a lot of anxiety and fear of job losses, thereby inevitably affecting job satisfaction significantly among the bank employees (IMF, 2019).

1.2. Statement of the Problem

Retaining motivated staff builds business and reduces the cost of recruitment and training. Mullins (2017) says that effectively motivating employees is one of the most important functions of a manager. There is evidence to show that organizations are facing challenges in retaining employees due to limited opportunities for advancement and the current competitive labour market. The loss of employees represents a loss of skills, knowledge and experiences which can create a significant economic impact and cost to corporations as well as impacting the needs of customers. Managers who can motivate employees assist the organization by improving employee retention.

Performance of the Banking sector is considered to be a key pillar for achieving rapid and sustained economic growth of at least 10% per annum to the year 2030 as envisaged in the *Kenya Vision 2030* and the Medium-Term Plan II (2013-2017). Banking is also critical for national productivity, competitiveness, and employment creation. Commercial banks in Kenya do not engage in proper motivation practices of its employees, resulting to low productivity and poor performance. In most cases the banks are not fully aware of impacts of employee motivation practices on the performance of the organization and thus do not undertake motivation practices for the employees.

Cole, (2018) noted that ill motivated employees will definitely be less productive as they do not have the necessary and competitive skills and knowledge to achieve maximum performance.

According to (Omolo, 2016, Murunga, 2017, and Oanda, 2018), Most commercial banks face fierce competition and challenges such as inadequate training, no training institution providing standardized training; critical skills shortages; job insecurity; poor recruitment strategies; externalization; precarious work and poor remuneration, affecting employee performance. In addition, Kasuli (2017) also noted risks of violent attacks while on duty. This is in contrary to the provisions of Decent Work Agenda, and Article 41 of Kenya's Constitution which confers every worker the right to fair labour practices and reasonable working conditions (RoK, 2020).

Research shows that companies with lower employee engagement see the biggest financial loss in stakeholders return at 8 per cent Cox, (2015). In addition, Nassazi (2018) found that 92.5% of employees link training to their improved performance, while Poddar (2016) found that best talent acquisition methods lead to 30-40% increase in employee performance, (Yasir *et al.*, 2019) also noted that knowledge management improves performance by 45.7%. Delloite (2017) and ILO (2011) reported that skills gap exists in many countries. In addition, Odhong and Were (2018), posited that the major challenge is adoption of good motivation practices and how to transit to a cost-effective service delivery model, while leveraging technology to enhance employee performance. Hence, the study sought to establish the influence of Staff Motivation Practices on employee performance in the National Bank of Kenya in the Head Office.

1.3 Objectives of the Study

This research was directed by the following general and specific objectives.

1.3.1 General Objective

The general objective of this study was to investigate the influence of staff motivation practices on employee performance of National Bank of Kenya in Nairobi Head Office

1.3.2 Specific Objectives

The specific objectives of the study will be:

- i. To determine the influence of training Practice on employee performance of National Bank of Kenya in Nairobi Head Office, Kenya
- ii. To assess the influence of employee engagement practice on employee performance of National Bank of Kenya in Nairobi Head Office, Kenya
- iii. To determine the influence of skills development practice on employee performance of National Bank of Kenya in Nairobi Head Office, Kenya.

1.4 Research Questions

The study will be guided by the following research questions:

- i. What is the influence of training Practice on Employee Performance of National Bank of Kenya in Nairobi Head Office, Kenya?
- ii. What is the influence of employee engagement practice on employee performance of National Bank of Kenya in Nairobi Head Office, Kenya?
- iii. What is the influence of skills development practice on employee performance of National Bank of Kenya in Nairobi Head Office, Kenya?

1.5 Significance of the Study

This study will greatly benefit banking institutions in Kenya since it will determine management strategic factors that will act as a guide in formulation of strategies and initiatives by the managing board of the banks to improve on employee performance. The study's findings will be of great significance to the government, policy makers and industry players. By demonstrating staff motivation accounts for a high proportion of the organizational performance, the results will compel the policy makers to realign strategies. The study's findings will be a point of reference for the government policymakers in formulating solid, broad, and balanced policies that lay foundation for employee performance.

More so, the study will benefit shareholders and investors will use the findings to make investment decisions. They will also be enlightened on motivation factors that may influence employee performance of the bank hence informing their decisions on investment in their banking industry. The findings of this study will also contribute to the existing literature on this field which will form a good base of literature for review by researchers. Moreover, the study will be of great benefit to bank managers, academicians, scholars and researchers as it will provide reference information for related research.

1.6. Scope of the Study

The focus of the study was National Bank of Kenya, and the unit of observation was the staff of the NBK, in the head office in Kenya. The NBK head office has the highest number of employees in the entire branches of the NBK. The study concentrated on the performance of head office for a period of five years from 2017 to 2020.

1.7 Limitation of the Study

The study encountered the following limitations: some of the participants were reluctant to give confidential information because of fear that competitors may use the information for own gains. To mitigate this, the researcher attached together with the questionnaire a letter of transmittal assuring the organization that the information collected was treated as confidential and used for academic purposes only. There were also delays in data collection where the employees of the organization (the respondents) were busy and did not have a good time for filling in research questionnaires. To mitigate this, the researcher dropped the questionnaires very early in the morning and picked later during the day.

1.8 Delimitations of the Study

The study was delimited to National Bank of Kenya employees in Nairobi County. It focused on training practice, employee engagement, and skills development as attributes of quality of staff motivation and how it influences work performance, and increase more understanding of the said roles in the financial sector

1.9 Assumptions of the Study

The study assumed that the respondents would provide reliable information to answer the objectives of the study. The data was collected from NBK head office in Nairobi County which represented the information relating to all the branches of commercial banks in Kenya.

1.10. Theoretical Framework

Theoretical review provides evidence relevant to the research topic, analyzes work by other researchers including methodologies and evaluates the influence of various variables on the analysis. The study was anchored under the following theories.

1.12. Victor Vroom's Expectancy Theory

Expectancy Theory was developed by Victor Vroom in (1964). Vroom's (1964) expectancy theory of motivation describes how people determine actions from perceptions. Expectancy theory pertains to the process in which an individual's motivational force underlying a course of action or goal is determined by a series of judgments regarding the (1) valence, (2) instrumentality, and (3) expectancy associated with the action (Estes & Polnick, 2012).

The expectancy theory, as opposed to the need theory, it is a process theory. It relates to the diversity existing in the workplace as regards to the opinions, thoughts and concerns of workers including attitude and behaviors towards the job (Purvis, Zagenczyk & McGray, 2015). This theory specifically focus on the personal evaluations of a workforce and workplace. It assesses the activities of workers based on hopes and aspirations (Purvis et al., 2015). The theory identifies two major concerns; the first concern is that irrespective of various possible outcomes, workers are motivated to commit efforts to an organization only if they are certain that the result or outcome will realize a specific level of performance (Purvis et al., 2015). This means that, if the members of a workforce lack faith in ability to perform at a particular level, the inspiration to perform the job effectively will be low or lost. The other concern is that the workers would only be encouraged to perform at a particular level if performance at this level would bring preferred outcomes.

Schedlitzki and Edwards (2017) linked the path-goal theory to the assumptions of the expectancy theory stating that workers have a tendency to perform effectively if there is capability of fulfilling the assignment, achieving the expected outcome and that this expected outcome is of utmost value to them. The theory implies that employees will only be willing to put energy to work if the outcome of both concerns are positive. This means that the positivity of an outcome is assumed to be associated with a specific action, as such the willingness of a workforce to perform is largely dependent on how positively inclined they view the outcome. This theory is relevant to the present

study as it clearly underscores the fact that training, skills development and employee engagement serves as a critical predictors of employee performance. This fact is even more critical for the banking industry, which has to compete with other commercial banks the same industry and remain in the competitive edge. This calls for high levels of efficiency and effectiveness in the use of the resources and principles that can be enhanced through continuous motivation practices.

1.13. Human Capital Theory

The idea of human capital can be traced back to the works of Adam Smith. The modern theory was however popularized by Becker before it received mainstream adoption by later scholars. The theory postulates that all employees, individually, have their inherent abilities and skills; and that given further training and employee education, they can accumulate further skills while also improving their abilities and performance in the organization (Ameyaw et al., 2019). Later proponents of this theory include Dhar who propagates that the main reason people invest time and resources in learning and skills development is to increase their ability to get higher earnings and make themselves more competitive in the labour market. While sharing a similar view, Kassim and Ndegwa (2017) hold that from an organization's perspective, the main characteristic of human capital investments is that the organization cannot acquire property rights over the people they have trained.

Furthermore, according to Onwumelu and Ikechukwu (2018), while organisations usually have the final decision over what capital assets they may acquire, training of employees must always involve the participation of the employees in question and, as such, it must always be tuned to suit employee learning ability, hence conduct training need assessment. However, according to one of the main critics of this theory (Khayinga & Muathe, 2018), it assumes the individual experiences can be translated into skills and knowledge; this is not always the case, since education and/or managerial industry experience are also important predictors of employee success. This theory is relevant to the

present study as it clearly underscores the fact that training, skills development and employee engagement serves as a critical predictors of employee performance. This fact is even more critical for the banking industry, which has to compete with other commercial banks the same industry and remain in the competitive edge. This calls for high levels of efficiency and effectiveness in the use of the resources and principles that can be enhanced through continuous motivation practices.

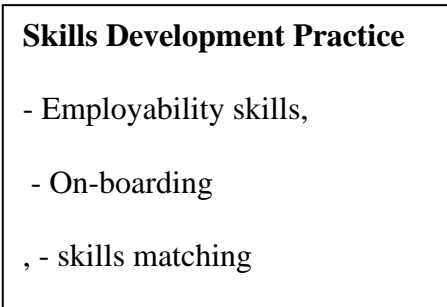
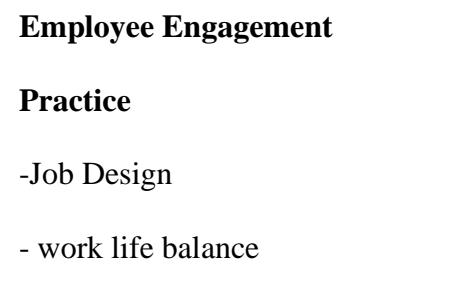
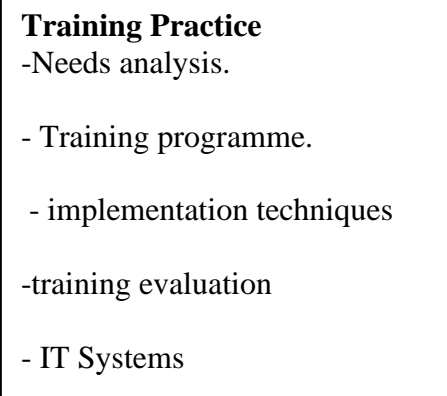
1.13. Conceptual framework

A conceptual helps in identifying the proposed relationship between different variables easily, and capturing and summarizing, in a diagrammatic form, the research topic and objectives.

Tan (2019) define a conceptual framework as a graphical or diagrammatic representation of the relationships among various variables under study.

Independent Variables

Motivation of employees



Dependent Variable

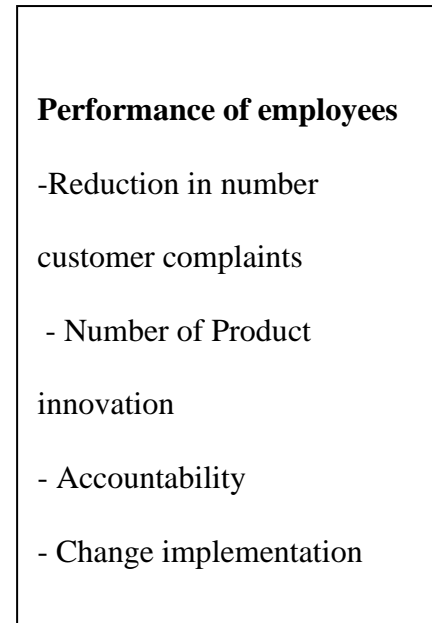


Figure 1.1

Source: Researcher; (2022)

The independent variables as shown in the conceptual framework and each has its measure and its own degree of interrelationship with the dependent variable. Employee engagement is measured in terms of jobs design, total reward systems and improving on work life balance. Training is done through developing training programs and implementing them. Skills development is

measured through developing employable skills, on boarding training, skills matching and skills anticipation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focuses on the empirical review, literature review on performance, summary of reviewed literature as well as knowledge gap of the entire study

2.1 Empirical Review

2.1.1 Employee Performance

Employee performance is broadly defined as a function of many factors, including motivation, but also including ability and resources such as tools, timing, opportunity, environmental characteristics and cultural levers, Ryan (2017). (wandani & Eliyana, (2020) defines employee performance as productivity which states quality, quantity and contribution of work.

Globalizations, new market demands, innovation and smart economy are challenges and drivers for organizations to improve employee performance. According to Shah, Irani & Sharif (2017), dealing with changes in technology, stakeholders requirements and market demands, organizations depends on reducing the gap within employees attitudes as underpinning function on achieving set goals for the organizations.

Employee performance has a very important role in achieving organizations goals. When productivity is high, it increases an organizations overall performance. Employee performance is the level of achievement of the tasks that make up the work of an employee, Al Banin, & Latifiyali, (2020) and as a process used in many organizations to determine abilities and productivity of employees according to the set goals and objectives. Most organizations benefits from employee performance as a way of evaluating employees of their weaknesses and strengths to determine whether they might improve. Employee Work performance system comprises of three elements arranged in a linear sequence; inputs, including employee knowledge, skills and competencies that is attitudes and

abilities as well as other tangible and intangible resources; human resources output that is activities that transform input to outcomes from work that work effort and other behaviors: and outputs, including outcomes from work behavior that is results.

According to Warsames (2017), employees' performance entails the successful completion of tasks by employees according to the standard set and measures as per previously set satisfactory metrics whereas applying existing means competently and meritoriously.

Asina S.M. (2018), in his study, *Assessing the relationship between employee motivation and employees performance in Higher Educations Regulatory Boards*, concluded that employees performance is an ongoing process where the main objective is to improve both individual and organizational performance and organisations should focus on building employee positive performance through providing employees with tools and skills to meet out nee realities and challenges. The current study filled the gaps on examining further the influence of staff motivation practices on employee performance of commercial banks in Nairobi County.

Ahmed and Sigamony (2020) study investigated on the "effect of employee creativity in project performance in project-based organizations of Pakistan". In addition, data was gathered from 273 staff. The results obtained after the data analysis, revealed that there was relationship between employees' creativity and project performance. Hence, the above study was on employee creativity, while the current study filled the gaps on examining the influence of staff motivation practices on employee performance of commercial banks in Nairobi County.

A. Kobia (2021), study explored on effects of motivation on employee performance in Not for Profit Organizations, a case study of Pan African Climate Justice Alliance, Nairobi, Kenya. The study targeted 252 participants comprising of management, administration, field and project employees. The Study concluded that remuneration, rewards, training and promotion contributes towards performance of employees. The current study filled the gaps on examining further the

influence of staff motivation practices on employee performance of commercial banks in Nairobi County.

2.1.2 Employee Engagement and employee performance.

Today, the business setup is changing in relation to the global pandemic of covid 19. Human resources management are persistently evolving innovative, creative and effective ways to engage the employees in a healthier way. Employee engagement has been considered as a crucial driver of business success in the current competitive market. Employees who are engaged are more probably to stay with their organization and commit to the organization. On the other hand, employees who are not engaged will affect organizational performance through higher absenteeism, higher turnover, and lower productivity. Employees' satisfaction influences engagement, but the inverse is not necessarily true. More clearly, employee satisfaction is about keeping employees happy so that they will stay working at the organization. Employee engagement, on the other hand, is about making employees as productive and committed as possible. But, as the level of employees' engagement is determined by employees' contribution and satisfaction level, it is vital to assess the satisfaction and engagement level of employees at the same time (World Economic Forum, 2020).

According to Adekoya et al., (2019), efficiency refers to how well the limited resources are utilized to achieve the set objectives. Engaged employees regularly use the available innovation to serve shareholders, zealously work to complete the assigned tasks, and utilize the resources available for the best interest of the organization and stakeholders. Jeseentha and Mamatha (2020), noted that engaged employees have higher job satisfaction and as such utilize the organizational resources carefully to ensure that the organization remains afloat. In view of this engaged employees helps the organization to save on labor costs and this increases the productivity of the organization.

Hussein (2019), sought to establish how employee engagement impacts on organizational performance through his study on Measuring the Impact of Employee Involvement in Decision Making and Job Performance. A structured questionnaire was administered to 65 respondents from the General Directorate of Scholarships and Culture under the Ministry of Higher Education and Scientific Research in Iraq. The findings of the study established that there was a strong relationship between participation in decision making and organizational performance. The study further stated that employee participation in decision making gives employees a feeling of relevance resulting to high efficacy among the employees. Ultimately involvement of employees in decision making therefore significantly impacts on organizational and employee performance. The current study addressed the gaps by further examining the relationship between training and employee performance of Commercial banks in Nairobi County

Ipsen et al., (2020), job design is a critical employee engagement tool. He conducted a study on Job re-design and organizational performance. The study employed a descriptive research design with the data being collected using a semi-structured questionnaire. The study established that job re-design helps in mitigating work related stress ensuring a healthy and focused labor force. This in turn was found to make work exciting increasing employee commitment and thus improving performance. The current study addressed the gaps by further examining the relationship between training and employee performance of Commercial banks in Nairobi Count

Pillay and Singh (2018) who conducted a study to establish the impact of employee engagement on organizational performance, rewards are key furthering employee engagement. He posit that organizations can use financially and or non-financially rewards in recognizing employees contributions to realizational of organizational objectives. Further, the study established that rewards influence employees' behavior and in turn contribute to organizational effectiveness. Employees expect organizations to recognize their valuable contributions and therefore if the management

recognize through an effective rewards programme, employees are satisfied at work increasing their commitment which results to organization efficiency and effectiveness. In the current study the researcher seeks to fill the gaps in examining the relationship between employee engagement towards performance in commercial banks, Nairobi County.

Cheche (2018), conducted a study to explore employee engagement and organizations in public organizations. The study was titled Employee Engagement and Performance of Research Training and State Corporations in Kenya which utilized a total of 378 employees selected using multi stage sampling strategy. The data was collected using questionnaires. According to the study employees enter the job market with the expectations that their efforts will be rewarded which occurs less frequently leading to disappointments. He concluded that that is it is imperative for managers to use rewards to enhance and build an environment that optimize employees' performance. The current study further examines the relationship between employee engagement and employee performance of Commercial banks in Nairobi County.

2.1.3. Training and Employee's Performance

Training is a very significant function in human resource management in organizations across the world. It is defined as the systematic acquisition of skills, knowledge, and abilities to enable one to carry out a task effectively. Training is positively attributed to employee performance, according to Shu-Rung & Chun-Chieh, (2017), it is aimed at improving employees effectiveness, knowledge, skills and capability of executing jobs to improve organizations' competitive advantage. Institutions that do not identify and develop their employees end up losing them to the competing organizations and in the long run increases the cost of recruiting new employees and training them. Lalli (2015) notes that very few organizations consider employees as assets which are capable of delivering positive results in the organization if managed well.

Most organizations design training programs based on desired outcomes and to improve employees' skills. According to Fukaya (2017), skills are a valuable commodity to any organization. Managers should embark on developing employees and giving an opportunity to the organizations to retain the best. Most employers recognize the importance of investing in the employees who make up their work team. Continued education and training through professional development programs display the company's support of the employees' growth and becoming an ever-valued member of the team Anderson (2016). While investing in training, organizations have short, medium and long-term objectives of augmenting the adaptability of their employees to changes in operating environment and uncertainty. Halawi and Hydar (2018), proposed that responsive training programs should address elements such as orientation and on-boarding of entry-level employees, product training, technical and soft skills training. According to Pestore and Pompili (2020), Training indicators such as on-the-job, off-the-job and its relevance serve as a motivating force in improving the efficiency and productivity of the workers and many organizations have seen it as a veritable tool to enhance their organizational performance. Organizations reap undeniable fruits from training and development. Most important advantages are in the terms of improved productivity and customer services. Productivity is no doubt increased due to the enhanced performance of the workers attending various training programs. Nguyen, Nguyen, Tran, Le, and Vu, (2020), designing training and development programs must be kept in the strategic purposes of training to generate creative thinking and innovativeness. These will then strengthen the organization's knowledge base enabling it to establish a competitive advantage.

Training has made it possible for employees to take an active part in the decision-making process (Vemic, 2017). Continuous training enhances employees' motivation, confidence, general behavior, and self-esteem increasing employees' satisfaction towards their job, improving their work

efficiency, and gives return on investment in terms of making the employees more knowledgeable, skilled, and productive.

Kemoh (2016), investigated the effects of training as an element of motivation in the UNICEF Somalia support Center, Nairobi. The survey employed a descriptive research design where questionnaires were sent out to management and employees and data analyzed quantitatively. The Findings show that training in the organization aimed at enhancing competence through building on job skills as well as improving employee attitudes towards their work. The study also noted that through augmenting the sense of job security and competence, employees were adaptable to changes which increased their productivity. The current research will fill the research gap of the study through to examining the training practices in relation to employee performance of National Bank of Kenya Nairobi.

Akbar and Hafeez (2017), studied the impact of training on employees' performance (evidence from Pharmaceutical companies in Pakistan). The study establishes that team training had a positive significant impact and relationship with employee performance. The study concentrated on commercial institutions and their performance while the current study focuses on employee performance of commercial banks in Nairobi, a case of NBK head office Nairobi.

Ejakait (2019), investigated the relationship between training needs assessment and employees performance within the Postal Corporation of Kenya. The study utilized a sample of fifty staff chosen from management levels and descriptive statistics used in analyzing data. Additionally, the results depicted that the organization did not perform needs analysis before developing training programs. The current study addressed the gaps by further examining the relationship between training and employee performance

Cheruiyot, B.B., (2020) conducted a study investigating the influence of staff training strategies on employee performance in public university campuses in Kericho County, Kenya. The

study was motivated by concerns on employee performance in public university campuses despite the various strategies adopted by public universities to enhance employee performance. The study adopted a cross-sectional survey design. A sample of 106 employees representing twenty six percent of the target population as selected from four public universities. Stratified random sampling was utilized in selecting the respondents of the study. Data was collected through a questionnaire and analyzed using descriptive and inferential statistics. The study found out that the relationship between training strategies and employee performance was significantly positive. The study findings recommends that the public university campuses improve training strategies to improve level of employee performance. The current study will address the gaps further on training and employee performance in Commercial banks, Nairobi County, case of NBK head office

Mutiysia and Mutegi (2019) carried out a study in Nairobi Count of Influence of training needs analysis on organizational performance. They used a sample of eighty four employees selected through random sampling procedure. A questionnaire was also used. The results from pearson' correllation and regression analysis showed a positive relationship between training needs analysis and performance of employees in the organization. The current study further conducted a study to address gaps on training and performance of employees in commercial banks in Kenya, case of NBK, Nairobi county.

2.1.4. Skills Development Practice and Employee's Performance

Employees skills development is a process whereby the manager and employee work together to create a development plan. Organizations should endeavor to invest on their workforce. In LinkedIn; 2022, workforce learning report, professionals listed upskilling and reskilling employees as the primary focus of LinkedIn programs in 2022. Employee skill development enhances organizations standards, cuts down replacement costs and improve workplace performance.

Organizations that do not provide enough growth opportunities risk lower employee engagement, difficulties in maintaining a talented workforce and possibility of losing high performers.

Botke et al., (2018), states that soft skills refer both to interpersonal skills, such as ability to manage oneself, and interpersonal skills such as managing interactions with others. A solid developed plan meets organisations' skill requirements, drives employees' retention and increases workplace engagement. A changing world means professional development will need to be constantly pursued and prioritized.

According to (Cacciolatti et al., 2017), skills refer to characteristics related to communication, as well as about attributes that enhance individual interaction as well as job performance and career prospects. Employees have their own career goals and are always looking for ways to reach their full potential. Skill development reduces the risk of losing employees due to lack of opportunities and equips them to take new roles and responsibilities.

According to Ishani Vats, a technical content writer, investing in employees today means creating managers for tomorrow. Without strong leadership, teams fall apart. Career growth keeps employees motivated with a clear plan and well define goals that enhances employee performance and yield better outcomes, attract new customers and treat existing ones better.

Supriyantini et al (2019), reiterates that incorporating workshops, industry- specific conferences and learning materials about new development can all be effective tools in making sure that organizations workforce is ahead of the curve in the industry and this enhances healthy competition. Determining the most important skills should be encouraged and deploying the best strategic to develop skills is vital to help in identifying weaknesses drive retention, increase productivity and help employees adapt to changing roles and responsibilities that improve their performance.

Diamantidis and Chatzoglou (2019), reiterated that managers needs roadmaps for career progression to enable the organizations keep up with market trends. They should endeavor stay updated with the ever changing learning development system requirements and implementation with is vital to accelerating business operations and organizational performance. Promoting and encouraging communication among colleagues or level positions relates well with methods that are favourable in skill development that ranges from team building meetings, training, coaching and mentoring, team interactions, feedback and performance review.

Hisham Makki Hannafi & Siddig Balala (2018), carried out a study on the impact of employee skills on service performance. The study was descriptive and cross-sectional; a quantitative method was used and self completion questionnaire was distributed to the customers of Sudanese telecommunication companies in Khartoum, to test the relationship between employees' competencies and service performance based on customers experience. The findings revealed that skills have a significant positive and direct impact on service performance. It also revealed that skills are vital for better performance in service business and managers need to pay more attention on employees' skills to ensure successful service performance. The current study tends to fill the gap by examining the relationship between skills development and employee performance of commercial banks in Kenya, with a focus of NBK, Nairobi C.ounty.

Saihu Akla & Rhiani Indradewa (2022), in their study, aimed to examine The Effect of Soft Skill, Motivation and Job Satisfaction on Employee Performance through Organizational Commitment. The test was carried out by testing the main influence of soft skills, motivation and job satisfaction to employee performance. The population was from marketing employees of Bank Mandiri in Regional office 4. A questionnaire was distributed to 400 respondents. The results showed a significant effect on soft skills, motivation and satisfactions on employee performance through organization commitment. The current study will further examine the relationship between skill

development and performance of employees on commercial banks in Kenya with a focus of NBK Nairobi County.

Abdiwali and Musa (2020) study examined the “relationship between on-the-job training and employee performance in petroleum companies in Uganda”. The study was based on the following objectives: the relationship between job rotation, coaching, induction and employee performance in petroleum companies. The study used a correlational research design and collected data using a self-administered questionnaire. The results obtained highlighted that; there was a statistically significant positive relationship between job rotation and employee performance in petroleum companies. Further, the findings revealed that there was a statistically significant positive relationship between coaching and employee performance in petroleum companies. Finally, the outcomes showed that there was a statistically significant positive relationship between induction and employee performance. This research filled the skill development on employee performance of commercial banks in Kenya with a focus of NBK Nairobi County

2.2 Summary and Research Gap

On employee engagement, it can be summarized that Hussein (2019) study assessed the impact of employee involvement in decision making and job performance of the employees who were employed in General Directorate of Scholarships and Culture under the Ministry of Higher Education and Scientific Research in Iraq. The research used ordinary least square technique while the current study used Pearson correlation and multiple regression. Consequently, Ipsen et al., (2020), conducted a study on Job re-design and organizational performance. Thus, the current study filled the gap of employee engagement on employee performance within Commercial Banks in Kenya. Further, the study of Cheche (2018), conducted a study to explore employee engagement and organizations in public organizations. The study was titled Employee Engagement and Performance of Research

Training and State Corporations in Kenya. The study current study addressed the relationship between employee engagement training and employee performance in commercial banks, and focused on NBK Nairobi County.

On the training, the empirical research conducted by Cheruiyot, B.B., (2020), investigating the influence of staff training strategies on employee performance in public university campuses in Kericho County, Kenya. The study adopted a cross-sectional survey design. The variables investigated were “training as independent variable comprising of technical skills training, problem solving training, interpersonal skills training, as intervening variables and employee performance as dependent variable. This research filled the gap of motivation variables that are training, engagement and skill development. Consequently, Ejakait (2019), investigated the relationship between training needs assessment and employees performance within the Postal Corporation of Kenya. The study filled the gap using pearsons’ and regression analysis and also is based on commercial banks in Nairobi county. Another study by Akbar and Hafeez (2017), examined the impact of training on employees performance (evidence from Pharmaceutical companies in Pakistan). Kemoh (2016), investigated the effects of training as an element of motivation in the UNICEF Somalia support Center, Nairobi where the survey employed a descriptive research design This research will fill the gap of motivation variables that are employee engagement, training, and skill development.

Moreover, on skill development an investigation by Hisham M. H. & Siddig Balala (2018), carried out a study on the impact of employee skills on service performance. The study was descriptive and cross-sectional. Saihu Akla & Rhiani Indradewa (2022), examined the effect of soft skill, motivation and job satisfaction on Employee Performance through Organizational Commitment. Abdiwali and Musa (2020) study examined the relationship between on-the-job training and employee performance in petroleum companies in Uganda.

On employee performance, Asina S.M. (2018), explored the relationship between employee motivation and employees' performance in Higher Educations Regulatory Boards in Kenya. Similarly, A. Kobia (2021), explored effects of motivation on employee performance in Not for Profit Organizations, Pan African Climate Justice Alliance, Nairobi, Kenya. Ahmed & Sigamony (2020) investigated on the effect of employee creativity in project performance in project-based organizations of Pakistan.

Considering that there exists conflicting evidence on the relationship between variables of the current study in different contexts, it is on this foundation this study was motivated to investigate further the relationship between motivation practices and employee performance Commercial banks in Kenya.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

In this chapter, methods used to carry out research were looked into details. The methods included the area which the study was conducted, research design, the population size, the target size of the population, research instruments used to collect the data, sampling techniques used, and the method used for data analysis which aided the research.

3.2 Research Design

Research design refers to a set of methods and procedures or a detailed outline of how an investigation takes place. The study adopted descriptive research design since it gives an account of a particular scope and relationship between influence of motivation as a determinant of employee performance of National Bank of Kenya. This research design is most useful when the study is aimed at gathering information from respondents on their attitude and opinion on a specific subject matter (Kothari & Garg, 2019). According to Sekaran and Bougie, (2019) the method has an advantage of being efficient and forms the basis for many social science studies since it relies on sampling to represent a larger population since it is a step-by-step procedure elaborating how the study will be undertaken.

3.3 Research Site and Rationale

According to Kothari and Garg (2019), study location refers to a place where the researcher will obtain the appropriate data for the study. The research was carried out at the National bank of Kenya, Harambee Avenue Branch in Nairobi area.

3.4 Target Population

Target population is that to which a researcher wants to take broad view of the results of a study (Ghauri et al., 2020) defines it as a group of people in which a sample is drawn from According to Kothari (2011), target population is a complete enumeration of all elements or individuals under consideration.

Table 3.1: Study Population

Staff Cadre	Size
Managers	45
Supervisors	85
Bank Officers	95
Total	215

Source: National Bank of Kenya Human Resource Records (2022)

Therefore, this study targeted a population of 215 members of staff consisting of managers, supervisors and Bank officers from the Human resource department, Operations department, Marketing department and Finance department of National Bank of Kenya, head office. The sampling frame was in levels of performance management because different levels of management have different views as summarized in table 3.1 above

3.5 Sampling Procedure

A sample refers to a portion of the entire group or population. Sampling is the selection of a representation from the population for purposes of examining the population. Stratified sampling and simple random sampling were used to select respondents from all departments and branches. This was categorized depending on the level of employees. The study classified the study population into stratum which was further sampled using Stratified random sampling technique. Chandran (2004)

acknowledged that stratified random sampling technique produces sample of entire population with high accuracy and ensures that a representative sample is obtained from a population that is homogeneous. Stratified random sampling technique is considered appropriate since it leads to fair representation of the groups. Within each stratum, the researcher used simple random sampling to select the respondents. Simple random sampling is considered appropriate since it gives all respondents an equal chance of being selected as a study respondent.

3.6 Sample Size

A sample can be defined as a smaller group or sub-group obtained from the accessible population and carefully selected to be representative of the entire population, with the desired characteristics (Sekaran & Bougie, 2019). A sample of 143 respondents was considered. The researcher used Yamane formula to come up with representative sample for it is appropriate for determining sample size in cases where the size of target population is either large or small as it gives a representative sample size. Ngechu (2004) further argues that Yamane formula is reliable at 95% confidence level. This formula is considered appropriate since it leads to representative sample. The Yamane formula is as follows;

$$n = \frac{N}{1 + N(\epsilon)^2}$$

Where

n is the size of the sample,

N is the size of the study population

ϵ is the deviation of the sample (error term).

Based on Ngechu (2004) argument, the researcher considers confidence level at 95% with 5% error term. Hence, using total population of 215 and error term of 5%, the sample size is as calculated below.

$$n=215/ (1+215*(0.05)*(0.05)) = 143$$

Therefore, the sample size was 143 respondents. Further, across each stratum, the respondents were distributed as shown in table 3.2 below.

Table 3.2 Sample Size

Staff cadre	Target population	Sample population
Managers	45	30
Supervisors	85	56
Bank officers	95	63
Total	215	143

Source: Researcher (2022).

3.7 Data Collection Procedure

Researcher did seek ethical approval from the board of post graduate studies of Africa Nazarene University to help in obtaining permit from national bank head office. The researcher administered questionnaires in the departments that helped to clarify issues that the respondent would otherwise not easily understand.

3.8 Research Instrument

This study used primary data as the major source of information, where structured questionnaires were used to collect quantitative data since the target population composed of persons at management level with exposure and are in charge of employee performance management. Questionnaires were considered as a research instrument for data collection as they are less costly, use lesser time, require

less administration effort inherent in instruments like interviews and useful in obtaining objective data (Kothari, 2011). Appendix II shows the sample questionnaire that will be used for data gathering and collection.

3.8.1 Piloting of Research Instruments

The study carried out a pilot study before the questionnaire was employed in the final and actual data collection process. The importance of the pilot study was to detect ambiguity, evaluate the type of answers that help the researcher to achieve the laid down objectives (Robson, 2007). The study administered a pre-test sample (5% of the total sample) to the respondents in the pilot study. This was carried out at the other branches of National Bank of Kenya, in Nairobi County.

According to Mugenda and Mugenda (2003) a pre-test sample should be between 1% and 10% depending on the sample size. Questionnaires were self-administered to the respondents and interpretation of the response alternatives and queries was carried out to form items that bear the same meaning but are not identical. Order of response alternatives was similarly changed for questions with normal scale to assess the validity and reliability. Meanwhile, respondents' choices were evaluated for appropriateness. The researcher also verified if the questions were comprehended the same way by the respondents. In addition, average time taken to complete the questionnaires was noted and the overall pilot test results were discussed with the supervisor and adjustments made according to the results of the instruments review and pilot test prior to the production of the final instruments.

3.8.2 Validity of Findings

The instruments were evaluated in both content and face validity by determining whether contents of the questionnaire measure the overall research objective and that all the specific research objectives are covered. The research instruments were also subjected to peer review and experts for

judgment in order to determine whether the questionnaire had enough questions on all the specific research objectives under investigation.

3.8.3 Reliability of Research Instruments

Reliability quantifies the extent to which a measuring mechanism produce dependable or unswerving results continuously each time the mechanism answer is used for the purpose, Mugenda and Mugenda (2003). Scores should be almost the same when the researcher administers the instrument multiple times at different times. When an individual answers certain questions one way he should consistently answer closely related questions in the same way (OSO & Onen, 2009). Pearson product moment correlation coefficient (r) was used to test reliability of the questionnaire. The correlation coefficients of the halves corrected by Spearman Brown Prophecy formula and the Cronbach's Alpha. Reliability Coefficient above 0.7 was used to judge whether the reliability level was satisfactory. Alpha values range from 0 and 1, Sekaran and Bougie, (2019). The closer the Alpha Coefficient is to 1.0, the greater the internal consistency of the items in the scale and the closer the Cronbach's coefficient is to zero (0), the less the internal consistency of the items in the scale. Nunnally (1978) indicated 0.7 to be an acceptable reliability coefficient.

3.9 Data Analysis and Presentation

Data analysis is the process that a researcher undertakes to formally make ideas about study themes as supported by the data collected during the study and support those ideas (Bogdan & Taylor, 1975). The data collected was analyzed through descriptive statistics and inferential techniques. SPSS, version 21.0 was used to generate the descriptive statistics. SPSS was used in this study because it is user friendly, can easily be used to analyze multi-response questions, cross section and time series analysis and cross tabulation. Findings were presented in tabular and graphical presentations (pie charts, bar graphs) with the inclusion of analytical interpretations narratives.

Multiple linear regression analysis was applied to the data to examine the factors influencing financial performance of commercial banks in Kenya with specific focus of National Bank of Kenya Ltd in Nairobi County. The regression will adapt the following model formula; $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

Where,

Y is Employee performance

X₁ is Training Practice

X₂ is Employee engagement practice

X₃ is Skill development practice

$\beta_0, \beta_1, \beta_2, \beta_3$ and β_4 , are the coefficients of the terms and ε is the error term

The F- test will be used to determine the significance of the regression while the coefficient of determination, R^2 , will be used to determine how much variation in Y is explained by X. This will be done at 95% confidence level.

3.10 Ethical Considerations

The researcher did seek a letter from graduate school and a clearance letter from Africa Nazarene University before commencement of the study. Thereafter, obtained a research permit from the National Council on Science Technology and Innovation (NACOSTI). The researcher informed the respondents of the purpose the research and explained freedom of choice whether to participate in the research or not. Participation was purely voluntary as such the respondents were given a consent form to sign. No financial inducements were offered to participate in the study. The information obtained in the study was strictly for the purpose of the study. Confidentiality of the respondents was maintained.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the response rate, general and demographic information, descriptive analysis of the study variables and inferential statistics of the study

4.2 Response Rate

The study targeted a sample of 143 employee from National Bank Nairobi Head office. A total of 143 structure questionnaires were distributed through a drop and peak method. The response rate offers evidence of relevance of sample size that participated in this study and the results accrued reflect views of employee performance of the institution.

Table 4.1 Respondents Rate

Feedback	Frequency	Percentage
Responded	90	65%
Non-Response	53	35%
Total	143	100%

The results in table 4.1 highlight the respondent's distribution by respondent's feedback in terms of the questionnaires that were returned for data analysis. A total of 90 questionnaires were returned in time for data analysis, which represents a response rate of 65%. The reason behind high nonresponse rate was that the majority of the employees did not participate citing internal policy on interviewing staff for any kind of survey. According to Cooper and Schindler (2014) a response rate of 50% is considered sufficient for data analysis whereas that of 60% is considered good for data analysis.

Therefore, a response rate of 65% falls within acceptable limits for data analysis to give an accurate representation of the population targeted in the study.

4.3 Characteristics of the Respondents

4.3.1 Distributions of Respondents by Age

The study categorized respondents age across 5 groups and computed in frequencies and percentages as presented in table 4.2 below.

Table 4.2 Respondents Age

Category of age distribution	Frequency	Percent
Below 30 years	15	18%
Between 30 - 40 years	25	27%
Between 41 - 50 years	26	28%
Between 50 - 60 years	24	27%
Total	90	100%

The results in table 4.2, presents the respondents distribution by age. Majority of the respondents, 18% were in the age group 36 years. Further, 27% of the respondents in the age group of between 30 – 40 years, whereas 28% were between 41 – 50 years. In addition, 27% of the respondents indicated to be between 50-60 years. The age distribution shows that a significant number of the employees spread in the mid-ages between ages 30 to 50 years.

4.4. Gender analysis.

Table 4.3. Gender of respondents.

Category	Frequency	Percentage
Male	50	56%
Female	40	44%
Total	90	100%

Source: researcher (2022)

The study determined the gender distribution of the respondents. From the frequency table 4.3 below, 56% of the respondents in National Bank sampled were male while 44% of the interviewees were female. These shows there are more male employees than female staff in the National Bank Head office in Nairobi.

4.5. Distribution of Respondents by Education Level

Distribution of the respondents by academic level was evaluated between categories of basic education and undergraduate level as presented in table 4.3. Tabulation is done using frequencies and percentages.

Table 4.4 Education Level

Category of education level	Frequency	Percent
Certificate	5	5%
Diploma	10	11%
Degree	30	33%
Postgraduate	30	33%
PHD	15	16%
Total	90	100%

The results in table 4.3 highlights the respondent's feedback regarding academic attainment. Majority of the respondents, 11% have attained a diploma and 5% certificate qualification. The results further

indicated that, 33% of the respondents have attained an undergraduate degree, while 33% have attained the level of postgraduate and finally, 16% of the respondents indicated to have attained PHD. The results submitted indicate that a significant portion of the respondents have attained good academic qualification which implies that the staff in the bank understands issues of motivation.

4.6. Position in the organization

Table 4.5 Position in the organization

Category	Frequency	Percent
Managers	30	33%
Bank officers	45	50%
Supervisors	15	16%
Total	90	100%

The results in table 4.4 highlight the respondent's feedback regarding position within the organizations. Majority of the respondents, 45% are in the middle level management position while 30% of the respondents held positions in top level management and 15% of the respondents in the category of lower-level management. Therefore, this show that the majority of the staff are bank officers.

4.7 Years of Experience

Table 4.6. Years of Experience in the Institution

Category	Frequency	Percentage
Below 1 years	20	22%
Between 1-2 years	35	38%
Between 3-4years	10	11%
Between 5-6 years	15	17%
Above 5 years	10	11%
Total	90	100%

Source: researcher (2022)

From the frequency table 4.6 above, 22% have experience of less than 1years, 38% have 1-2 years' experience, 11% have 3-4 years' experience, 17% have experience of 5-6 years and 11% have more than 5 years. This shows that majority of the staff in National Bank are on entry level job and the staff complement reduces up the ladder.

Table 4.7. Rating of skill development and productivity

Category	Frequency	Percentage
Very extent	55	61%
Greater extent	20	22%
Moderate extent	10	11%
Little extent	5	6%
Total	90	100%

Source: researcher (2022)

Most of the respondents agree that skill development influences the general performance of National banks to a very great extent and great extent respectively. This is consistent with the study by Clayton (2003) in the description of employee productivity as the ability of employees to share information related to organization performance in which contributes to diversity in terms of knowledge.

4.8 Presentation of Research Analysis, Findings, and Interpretation

This section of the study presents the respondents views in line with the objectives of the study and as was formulated in the research questions. The data is presented in descriptive statistics notably frequencies, means and standard deviation. The purpose of this study was to determine the influence of motivation practices notably, Training practices, employee engagement, and skill development practices.

Table 4.8. Contribution of Training practices on employee performance

The first objective of the study was to determine the influence of training practices on staff performance. The study performed descriptive test Training and the performance of National Bank in Nairobi Head office.

Table 4.8 Training practices and Employee Performance of National Bank of Kenya

Indicators on Training practices	SA	A	MA	D	N	Mean	Std. Deviation
Training needs assessment is carried out continuously within the organization to enhance performance	45 (50)	18 (26)	17 (13)	0 (0)	10 (10)	4.00	0.84
Knowledge acquired through continuous training has a direct influence on my work performance	5 (6)	10 (11)	50 (56)	0 (0)	25 (28)	3.64	0.747
Training programs are evaluated to gauge their effectiveness in improving performance	2 (2.2)	18 (20)	31.11 (6.2)	25 (27.8)	17 (18.9)	3.36	0.86
I feel the bank has a great deal of personal meaning to me when someone talks good of the bank, I feel like a personal compliment	0 (0)	6 (9.2)	13 (20.0)	31 (47.7)	15 (23.1)	3.85	0.888
Composite mean and standard deviation						3.87	0.83
						3.68	0.78

The results in table 4.8 presents frequencies, mean and standard deviation for the respondent's feedback on the influence of Motivation practices on staff performance of National banks Head office presented using means and standard deviation. A total of 4 statements were formulated to analyze the influence of training practices on staff performance of commercial banks.

Statement (1) Training needs assessment is carried out continuously within the organization to enhance performance. Among the 90 participants in the study 45(50%) strongly agreed, 18(26.67%) agree, 17(18.8%) moderately agree and 10(10%) Not at all. The results show that 80(88%) of the respondents agreed with the statement. The item recorded a mean of 4.00 with standard deviation of 0.84, which is higher than the composite mean of 3.68 and standard deviation of .78. This result implies that the statement yields a positive effect of training practices on the performance of National bank Head office in Nairobi.

Statement (2) Knowledge acquired through continuous training has a direct influence on my work performance. Among the 90 respondents who participated in the study; 5(6%) strongly agree, 10(11%) agree, 50(56%) moderately agree 0(0%) were Not at all and 25 (28%) disagreed. The results show that a total of 65(72%) of the participants agreed with the statement. Furthermore, the statement registered a mean of 3.64 with standard deviation of 0.76 which is higher than the composite mean of 4.0 and standard deviation of .64; this implies that the statement yields a positive effect on the performance of employees in National bank of Kenya.

Statement (3) Training programs are evaluated to gauge their effectiveness in improving performance Among the 90 respondents who participated in the study; 2(2.22%) very extent agree, 18(20%) greater extent, 28(31.11%) moderate extent 0(0%) were neutral and 25 (27.8%) smaller extent agreed. The results show that a total of 65(72%) of the participants agreed with the statement. Furthermore, the statement registered a mean of 3.36 with standard deviation of 0.67 which is lower than the composite

mean of 3.68 and standard deviation of 0.78; therefore, this implies that the statement yields a positive effect on the performance of employees in National bank.

Statement (4) I feel the bank has a great deal of personal meaning to me. Among the 90 respondents who participated in the study; 0(0) strongly agree, 6(6.6%) agree, 13 (14.4%) moderate agree 31(34.4%) disagreed and 15(16%) neutral. The results show that a total of 50(45%) of the participants agreed with the statement. Furthermore, the statement registered a mean of 3.85 with standard deviation of 0.888 which is higher than the composite mean of 3.68 and standard deviation of 0.78; therefore, this implies that the statement yields a positive effect on the performance of employees in National Bank.

Statement (5) when someone talks good of the bank, I feel like a personal compliment This indicate that from the 90 participants, 13(11.7%) of the respondents strongly agreed, 22 (19.8%) agreed, 20 (18%) moderately, 11 (12.2%) disagreed and 24(27%) were neutral. The results indicate that, 55(61.1%) of the respondents agreed, with the neutral and disagreed accounting for 35(38.8%). The item registered a mean of 3.91, with standard deviation of 0.931, which is lower than the composite mean of 4.24 and standard deviation of .4503, which implies that the statement had a negative effect on the performance of National Bank employees. From the study findings about the overall composite mean, it indicated that the service offered by National bank is enhanced by the level of motivation. Most of the employees work with National bank because of the training offered, and the respondents agreed that the bank range of innovation varies from the training assessments needs carried out, knowledge acquired and training programs.

Table 4.9 Skill development practices and Performance of National Bank of Kenya

Influence of skill development on performance of employees.	SD	D	N	A	SA	Mean	Std. Deviation
I feel to leave the bank to another bank	0 (0)	14 (1.5)	11 (16.9)	26 (40.0)	27 (41.5)	4.22	.780
Am feeling to request for an early retirement for fear of losing the job.	0 (0)	17 (3.1)	11 (16.9)	29 (44.6)	23 (35.4)	4.12	.801
Lack of right skills renders me ineffective	14 (1.5)	15 (7.7)	13 (20.0)	24 (36.9)	22 (33.8)	3.94	.998
I feel am underperforming in the bank	14 (1.5)	2 (3.1)	12 (18.5)	28 (43.1)	22 (33.8)	4.05	.891
The bank complains of my poor performance in the workplace	7 (1.5)	18 (3.1)	7 (10.8)	33 (50.8)	22 (33.8)	4.12	.839
I trust my ability to get a new job when I need one	0 (0)	20 (9.2)	18 (20.0)	31 (47.7)	15 (23.1)	3.85	.888
Composite mean and standard deviation						4.04	.653

The results in table 4.9 presents frequencies, mean and standard deviation for the respondent's feedback on the influence of Motivation practices on the performance of National bank presented using means and standard deviation. A total of 6 statements were formulated to analyze the influence of skill development practices on the performance of employees in the bank.

Statement (1) I feel to leave the bank to another bank. Among the 90 participants in the study 27(41.5%) strongly agreed, 26(40.0%) agreed, 11(16.9%) were neutral and 1(1.5%) disagreed and 25(27.7%) strongly disagreed. The results show that 53(59%) of the respondents agreed with the statement. The item recorded a mean of 4.22 with standard deviation of 0.780, which is higher than

the composite mean of 4.04 and standard deviation of .653. This result implies that the statement had a positive effect on the performance of skill development in National bank Head office, Nairobi County.

Statement (2). Am feeling to request for an early retirement for fear of losing the job. Among the 90 respondents who participated in the study; 29(44.6%) agree, 23(35.4%) strongly agree, 11(16.9%) were neutral, 2 (3.1%) disagreed and 25(28%) strongly disagreed. The results show that a total of 52(47%) of the participants agreed with the statement. Furthermore, the statement registered a mean of 4.12 with standard deviation of 0.80 which is higher than the composite mean of 4.04 and standard deviation of .653; this implies that the statement yields negative effect on the performance of National bank head office, Nairobi County.

Statement (3) Lack of right skills renders me ineffective from the 90 participants, 24(36.9%) agreed, 22(33.8%) strongly agree, 13(20.0%) were neutral, 5(7.7%) disagreed and 1(1.5%) strongly disagreed. The results indicate that 46(70.7%) of the respondents agreed with the statement with 13(20.0%) reporting a neutral position. The statement recorded a mean of 3.94 with a standard deviation of 0.998. The aggregated mean for the statement is lower than the composite of 4.04 and standard deviation of .653 which implies that the statement had a negative effect on the performance of employees in National bank head office, Nairobi County.

Statement (4). I feel am underperforming in the bank. Among the 90 participants 28(43.1%) agree, 22(33.8%) strongly agree, 12(18.5%) were Neutral, 2(3.1%) disagree and 1(1.5%) strongly disagree. The results indicate that 50(76.9%) of the respondents agreed whereas 12(18.5%). The statement reported a mean of 4.05 with standard deviation of 0.891 which is higher than the composite mean of 4.04 and standard deviation of .653. This implies that statement yields a positive effect on the performance of employees in National bank Head office, Nairobi County.

Statement (5). The bank complains of my poor performance in the workplace Out of the 90 participants, 33(50.8%) agreed, 22(33.8%) strongly Agreed, 7(10.8%) were neutral, 2 (3.1%) disagreed and 25(27.7%) strongly disagreed. The results show that 55(84.6%) agreed with the statement where 7(10.8%) expressed a neutral position. This statement recorded a mean of 4.12 with standard deviation of 0.839. This is higher than the composite mean of 4.04 and standard deviation of .653 thus implying that statement has a positive effect on the performance of employees in National Bank Head office, Nairobi County.

Statement (6) Finally, I trust my ability to get a new job when I need one. Among the 65 participant, 31(47.7%) agreed, 15(23.1%) strongly Agreed, 13(20.0%) were neutral and 6(9.2%) disagree. The results show that 46(70.8%) of the respondents agreed with the statement whereas 13(20.0%) reported a neutral position. The test registered a mean of 3.85 with standard deviation of 0.888 which is lower than the composite of 4.04 and standard deviation of .653. This implies that the statement has a negative effect on the performance of employees in National Bank head office, Nairobi County.

Table 4.10 Employee engagement and performance of National bank

The influence of employee engagement on performance of National Banks	SD	D	N	A	SA	Mean	Std. Deviation
The Bank has promotion opportunities for an employee's achievements to motivate employee for better performance	0 (0)	13 (3.1)	20 (9.2)	36 (55.4)	21 (32.3)	4.17	.720
Supervisors and employee are responsible for individual employee engagement to improve performance	0 (0)	10 (1.5)	17 (16.9)	31 (47.7)	22 (33.8)	4.14	.747
Training programs are evaluated to gauge their effectiveness in improving performance	0 (0)	13 (3.1)	18 (6.2)	38 (58.5)	21 (32.3)	4.20	.689
The Bank provides regular opportunities for talent development to increase performance	0 (0)	10 (1.5)	14 (12.3)	31 (47.7)	25 (38.5)	4.23	.724
Knowledge acquired through continuous training has a direct influence on my work performance	10 (1.5)	13 (3.1)	10 (15.4)	35 (46.2)	22 (33.8)	4.08	.872
Training programs are evaluated to gauge their effectiveness in improving performance	0 (0)	25 (8.5)	11 (16.9)	34 (52.3)	20 (30.8)	4.14	.682

Composite mean and standard deviation**4.16****.482**

The results in table 4.10 present the Frequencies, Means and Standard deviation for descriptive test on the influence of employee engagement practices on the performance of National Bank. A total of 6 statements were formulated to assist in the analysis.

Statement (1) The Bank has promotion opportunities for an employee's achievements to motivate employee for better performance Among the 90 respondents who participated in the study, 36(55.4%) agreed, 21(32.3%) strongly agreed, 6(9.2%) were neutral and 2(3.1%) disagreed. The results indicate that 57 (87.7%) of respondents agreed whereas 6(9.2%) expressed a neutral position. The statement registers a mean of 4.17 with a standard deviation of 0.720, which is higher than the composite mean of 4.16 with a standard deviation of .482. This implies that the statement has a positive effect on the performance of employees in National Bank, head office, Nairobi County.

Statement (2) Supervisors and employee are responsible for individual employee engagement to improve performance Out of the 90 participants in the study; 31 (47.7%) Agreed, 22(33.8%) strongly agreed, 11 (16.9%) were neutral and 1(1.5%) disagree. The computation reveals that 53(81.5%) of the respondents agreed with about 11 (16.9%) recording a neutral position. The statement recorded a mean of 4.14 with a standard deviation 0.747, which is lower that the composite mean of 4.16 with a standard deviation of .482. These results imply that the statement has a negative effect on the performance of employees in National Bank.

Statement (3) Training programs are evaluated to gauge the effectiveness in improving performance Out of the 90 participants in the study 38(58.5%) agreed, 21 (32.3%) strongly agreed, 4 (6.2%) were neutral and 2(3.1%) disagreed. The results show that, 59(90.8%) of the respondents agreed with 4 (6.2%) reporting a neutral position. The statement recorded a mean of 4.20 with a standard deviation of 0.689 which is higher than the composite means of 4.16 with a standard deviation of .482 thus

implying that the statement has a positive effect on the performance of National Bank Head office employees, Nairobi county.

Statement (4), The Bank provides regular opportunities for talent development to increase performance. 31(47.7%) of the respondents agreed, 25(38.5%) strongly agree, 8(12.3%) were neutral and 1(1.5%) disagreed. The study results indicate that 56(86.2%) agreed with the statement whereas 8(12.3%) expressed neutral position. This test registered a mean of 4.23, with a standard deviation of 0.724 which is higher than the composite mean of 4.16 with a standard deviation of .482. This implies that the statement has a positive effect on the performance of employees of National Bank Head office.

Statement (5), Knowledge acquired through continuous training has a direct influence on my work performance 30(46.2%) of the respondents agreed, 22(33.8%) strongly agree, 10(15.4%) were neutral, 2 (3.1%) disagreed and 1(1.5%) strongly disagreed. The results indicate that 52(80.0%) agreed with the statement whereas 10(15.4%) expressed a neutral opinion. The statement recorded a mean of 4.08 with a standard deviation of 0.872. The computed mean is lower than the composite mean of 4.16 with a standard deviation of .482. This implies that the statement has a negative effect on the performance of National bank employees, head office, Nairobi county.

Statement (6), Training programs are evaluated to gauge their effectiveness in improving performance. Out of the 65 participants in the study, 34(52.3%) agreed, 20(30.8%) strongly agreed and 11 (16.9%) were neutral. The results show that 54 (83.1%) of the participants agreed with the statement. Further, this test recorded a mean of 4.14 and standard deviation of 0.682 which is lower than the composite mean of 4.16 with a standard deviation of .482. This implies that the statement has a negative effect on the performance of employees in National bank head office, Nairobi county.

4.9. Regression Analysis

The study further sought to establish the nature of the relationship between the independent variables and the dependent variables using regression analysis. The findings are discussed in the sections.

Table 4.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 ^a	.827	.800	.3056

a. Predictors: (Constant), Training Practice, Employee Engagement Practice, Skills Development Practice

Source: Research Data (2022)

The findings from the table above indicate the extent of variations on the employee performance which are explained by the independent variables. The R square value obtained was 0.827. This means that the independent variables explain 82.7 Percent of the variations in employee performance of National Bank of Kenya. The rest of the 17.3 percent variations are explained by other factors.

Table 4.12 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.198	3	11.733	7460.189	.009 ^b
	Residual	0.002	1	0.002		
	Total	35.2	4			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant) Training Practice, Employee Engagement Practice, Skills Development Practice

Source: Research Data (2022)

In Analysis of Variance (ANOVA) the results in Table 4.12 above show that the independent variables were statistically significant in influencing employee performance of National Bank of Kenya. The processed data had a significant value of $p=0.009$ showing that the data is ideal for making a conclusion as the (p-value) was less than 0.05.

Table 4.13 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.141	.181		6.583	.006
	Training	.199	.022	.386	6.741	.007
	Employee	.245	.035	.415	7.423	.008
1	Engagement					
	Skills	.112	.021	.454	3.582	.003
	Development					

a. Dependent Variable: Employee Performance

Source: Research Data (2022)

According to the findings, the coefficients of the regression for the study as shown in table 4.13 above show that, Training ($p=0.006$), Employee engagement ($p=0.007$), and skill development ($p=0.003$) were all significant in influencing the employee performance of National Bank of Kenya in Nairobi Head Office, Kenya as they all had p values of less than 0.05.

The resulting regression equation was:

$$Y = 1.141 + 0.112X_1 + 0.199X_2 + 0.245X_3$$

Where Y = Employee Performance, X_1 = Training Practice, X_2 = Employee Engagement Practice X_3 = Skills Development Practice.

These findings reveal that when all the factors under study are held constant, employee performance is 1.141 units. More so, when other units are held constant, one unit change in training practice of firms will influence the employee performance of the firm by a factor of 0.112, a units change in employee engagement practice will influence employee performance by a factor of 0.199 and a unit change of skills development practice by the organization will influence employee performance by a factor of 0.245. Therefore, from the findings it is evident that training practice, employee engagement practice and skills development practice have an influence on the employee performance of National Bank of Kenya in Nairobi Head Office, Kenya.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section of the study covers the discussion of findings, summary, conclusions, and recommendations on the influence of motivation practices on employee performance of National Bank Head office in Kenya. The main objective of this chapter is to give guidelines on the results collected in the survey.

5.2. Discussion

The research evaluated three research questions about influence of training methods on employee performance as discussed below.

5.2.1: Training practices and performance of employees

On training practice, the study has found that it influenced the performance of employees. These findings are in agreement with the outcomes of Kemoh (2016), who investigated the effects of training as an element of motivation in the UNICEF Somalia support Center, Nairobi. The survey employed a descriptive research design and the findings show that training in the organization aimed at enhancing competence through building on job skills as well as improving employee attitudes towards their work.

Similarly, the findings of the research concur with the findings of Akbar and Hafeez (2017), studied the impact of training on employees' performance (evidence from Pharmaceutical companies in Pakistan). The study establishes that team training had a positive significant impact and relationship with employee performance. The study concentrated on commercial institutions and their performance in Pakistan.

However, the findings of the study disagreed with the finding of Ejakait (2019) on relationship between training needs assessment and employees' performance within the Postal Corporation in

Kenya. Which results depicted that the organizations did not perform identify training needs before development of training programs.

In addition, the study agree with Cheruiyot, B.B., (2020) who investigated the influence of staff training strategies on employee performance in public university campuses in Kericho County, Kenya. He depicted that training enhances employee performance and commitment to the organization and helps in assisting employees gain skills that are competitive and remain employable in a competitive environment.

5.2.2 Engagement and employee performance

The findings show a positive correlation between the employee engagement and employee job performance. The findings concur with Hussein (2019), who sought to establish how employee engagement impacts on organizational performance through his study on Measuring the Impact of Employee Involvement in Decision Making and Job Performance of General Directorate of Scholarships and Culture under the Ministry of Higher Education and Scientific Research in Iraq. The findings of the study established that there was a strong relationship between participation in decision making and organizational performance.

In addition, findings from Ipsen et al., (2020) study on Job re-design and organizational performance established that established that job re-design helps in mitigating work related stress ensuring a healthy and focused labor force. This in turn was found to make work exciting increasing employee commitment and thus improving performance.

Further, the findings agreed with Pillay and Singh (2018) on the impact of employee engagement on organizational performance, rewards are key furthering employee engagement established that organizations can use financially and or non-financially rewards in recognizing employees contributions to realization of organizational objectives and rewards influence employees' behavior and in turn contribute to organizational effectiveness. The findings of the study generally revealed

that employee engagement not only increases employees' performance but also positively affects employees' motivation and job satisfaction.

5.2.3 Skill development and performance of employees.

The study found out that skill development at National Bank has inspired employees to achieve the set goals. This has been so because the bank has provided employees with opportunities of accomplishing more and this has led the employees to take on challenges. This agrees with Botke et al., (2018), who states that soft skills refer both to interpersonal skills, such as ability to manage oneself, and interpersonal skills such as managing interactions with others. A solid developed plan meets organisations' skill requirements, drives employees' retention and increases workplace engagement. A changing world means professional development will need to be constantly pursued and prioritized.

In addition, Hisham Makki Hannafi & Siddig Balala (2018), study on the impact of employee skills on service performance revealed that skills have a significant positive and direct impact on service performance. It also revealed that skills are vital for better performance in service business and managers need to pay more attention on employees' skills to ensure successful service performance.

Further, Saihu Akla & Rhiani Indradewa (2022), in their study, examined The Effect of Soft Skill, Motivation and Job Satisfaction on Employee Performance through Organizational Commitment reiterated that soft skills, motivation and satisfactions on employee performance through organization commitment improves on productivity. Finally, the outcomes showed that there was a statistically significant positive relationship between skills development and employee performance.

5.3 Summary of the Findings.

The summary of the findings on the study of influence of influence of motivation practices on employee performance within commercial banks of Nairobi County were as follows:

5.3.1 Training practices and Employee Performance

The summary on training practice were that respondents were evaluated on need basis, communicated challenges encountered at work to their managers and were encouraged to use new technology when need arises. In addition, the research findings were that the respondents had the skills, knowledge and experience required for to perform their tasks. Finally, the study has found that participants received timely feedback from immediate the managers on performance and appraisals and perform competently duties allocated.

5.3.2 Engagement and Employee Performance

The study found a strong relationship between employee engagement and their performance. The study also revealed that forms of employee engagement significantly influenced employee performance through meetings, workshops and conferences. Trainings were customized to needs, during training respondents were given opportunities to share challenges and materials required for training were provided. In addition, the supervisors were found to engage the employees well through well thought communication lines. The organization also catered for everything needed in team buildings, and they evaluated participants after attending the engagement trainings. Further, employee engagement positively influenced employee performance This suggests that increasing employee engagement by units result to improved employee performance.

5.3.3 Skill development and employee performance.

Skill development was a significant factor to employee performance. The findings of the study revealed that respondents were efficient in the duties assigned, served customers effectively on a timely basis without delay, creative and innovative when executing their duties and directly accountable to whatever they were doing. In addition, the study found respondents participated in change implementation, always punctual at workplace, achieved daily targets and fulfill promises to clients.

5.4 Conclusion

The study makes the following conclusions based on the objectives of the study drawn from both descriptive and inferential statistical analysis. The study inferred that training and developments needs are essential for an organization. Further, the organization does not identify and assess employees need for training and development more often. In addition, there is a need for the organization to train its employees as soon evaluation is done as a remedy for better performance. Training and development needs of employees should be a continuous improvement process, as this will strengthen the employees and impact on their overall performance.

More so engagement of employees is of essence to deliver a great performance, the much-needed requisition for business growth and success. The association and willingness of employees for work contributes to elevated work performance. Thus, engagement levels of employees boost ability to improve the work performance and seek elucidation for prospects for employee commitment, loyalty, and productivity and employee sustainability. Moreover, maintaining and improving high level of work engagement not only contributes toward employee better performance but holistically add for enhanced business performance and better competitive advantage.

Moreover, the study revealed a significant relationship between employees' performance in Commercial Banks and skill development Programs. A unit increase in managerial development programs leads to an increase in employees' performance in National bank Banks. The study concluded that employability and skill matching programs would lead to an increase in employees' performance in commercial banks.

The study revealed a significant relationship between employees' performance in National Bank and work seminars. The study also established that a unit increase in work seminars and workshops would lead to an increase in employees' performance in commercial Banks. The study concluded that continuous and systematic skill development would lead to an increase in employees' performance in National Bank of Kenya.

5.5. Recommendation

The study makes the following recommendations: organization should assess employees need for training and development should be conducted more often in order to help employees' toper from better. In addition, to ensure affective and behavioral engagement, the management of the company should have the ability of identifying employee categories; those who are disengaged, actively engaged, and disengaged and then ensure that the disengaged group is brought to task and be engaged in positive actions.

Moreover, NBK should put in place training workshops where employees to up skill the employees in order to enhance efficiency and effectiveness. This is important because skilled and motivated employees are effective and efficient therefore increasing productivity and performance of the bank. Further, the management of the bank should also ensure regularly work seminars are held because Seminars bring together several professional associations that help employees to learn from each other, exchange thoughts, skills, and business ideas which is good for business environment.

5.6 Areas for Further research

This study investigated the influence of motivation practices on employee performance of commercial banks in Kenya, a case study of National Bank of Kenya head

office. The study therefore recommends that further research can be carried out in the same area focusing on other sectors such as education, business and industries. Further studies can also be carried out on other factors that enhances employee performance, other than the factors that have been addressed in this study.

REFEFENCES

- Adekoya, O. D., I., Okorie, G., & Olajide, M. (2019). Significance Engagement and Individual well-being on Organizational Performance in Nigeria. *International Journal of Science and Management Studies*, 2(5), 35-47.
- Adrianto & R., (2020). The Effect of Organizational Commitment, Employee Engagement and Organizational Citizenship Behaviour on Employee Performance. *IOSR Journal of Humanities and Social Science* 25(1) 22-31, Doi 10.9790/0837-250109-31
- Agarwal, S. (2020). Leadership Style and Performance of Employees. *International Research Journal of Business Studies*, 13(1), 1–14. <https://doi.org/10.21632/irjbs.13.1.1-14>
- Al-madi, F.A., (2017). The Impact of Employee Motivation on Organizational Commitment. *European Journal of Business and Management*, 9(15), 134-138
- Alnawfleh, S.H., (2020). Effect of Training and Development on Employee Performance in the aqaba Special Economic Zone Authority. *Journal of Business and Management* 8(1) 2081
- Anderson, P.S. (2016). The Theory of Interest Rates Development in African Theory: Capetown, SA: Longhorn Publishers.
- Asiolei, K., & Bontis, N. (2019) Translating Knowledge Management into Performance: The Role of Performance Measurement Systems. *Management Research Review*
- Baumester, R.F., (2016), Toward a General Theory of Motivation: Problems, Challenges, Opportunities and the big Picture; *Motivation and Emotion*, 40 (1), 1-10.
- Bhatti, M.K., Soomro, B.A., Shah, N. (2021). Predictive Power of Training Design on Employee Performance: Empirical approach in Pakistan’s Health Sector. *International Journal of Productivity and Performance Management*, doi.org/10.1108/IJPPM-09-2020-0489
- Bakitgul T., Ahmed, M., & Kim, Y., (2019). Corporate Entrepreneurship and Organizational Performance. The Moderating Role of Organizational Engagement. *International Association of Education and Researchers*, 1(1), 89-102.
- Batarliene, N., C., K, Valoute K, Sapalaite, L., & Jarasuniene, A. (2017). The Impact of Human Resource Management on the Competiveness of Transport Companies. *Procedia Engineering* 87, 110-116, <https://doi.org/10.1016/j.Proeng.2017.04.356>.
- Botke, J., Jansen, P.G.W., Khapova, S. N., & Tims, M. Influencing the transfer stages of Soft Skills Training: A Literature review. *Educational Research Review*, 24, 130 – 137. <https://doi.org/10.1016/j.edurev.2018.04.001>
- Cacciolatti, L., S.H., & Molinero, C.M. (2017). Clashing Institutional Interests in Skills between Government and Industry: An Analysis of demand for technical and soft skills of graduates in the UK. *Technological forecasting and Social Change*, 119,139-153.<https://doi.org/10.1016/j.techfore.2017.03.024>
- Cheche Stephen (2018) Employee Engagement and Performance of Research Training and State corporations in Kenya

- Cheruiyot B.B. (2020). Influence of Training Strategies on Employee Performance in Public University Campuses in Kericho County, Kenya. *IRA – International Journal of Management & Social Sciences* (ISSN, 2455-2267, 16(3), 88-97 [doi http//dx do.org/1021013/jmss.v16n3p3](http://dx.do.org/1021013/jmss.v16n3p3)).
- Cooper, D. R., & Schindler, P. S. (2014). *Business research methods* (12. ed., internat. student ed). McGraw-Hill Irwin.
- Derye M.LI, (2020). Effect of Employee Motivation on Job Performance: in case of Fiche general hospital, *International Journal of Commerce and Finance* (1): 81-101.
- Diamantidis, A.D., & Chatzoglou, P. (2019). Factors affecting Employee Performance: an empirical research. *International Journal of Productivity and Performance Management*, 68(1), 171-193. <https://doi.org/10.1108/IJPPM-01-2018-0012>
- Ejakait, J. E. (2016). Effects of Training Needs Assessment on Employee Performance in the Postal Corporation of Kenya, Bungoma County. *Research on Humanities and Social Sciences*, 6(17), 140– 145.
- Elvina, E. and Chao, L.Z. (2019). A Study on the Relationship between Employee Motivation and Work Performance, *IOSR Journal of Business and Management* 21(2):59-68
- Febrianti, N.T., & S.E.S., (2020). The Effect of Career Development and Motivation on Employee Performance through Job Satisfaction in Pt. Jabar Jaya Perkasa. *International Journal of Business and Social Science Research*, 1 (2), 1-12.
- Fukaya, K. (2017). Microfinance Regulation in Kenya. Nairobi, KE; sa-Dahn
- Jaseantha M. and Mamatha K., (2020). Employee Engagement and Organizational Performance. *Studies in Indian Place Names* (UGC CARE Journal) [ISSN: 2394-3114](https://doi.org/10.2394-3114) Vol – 40. Special issue-25
- Han, Y., & Hong, S. (2019). The Impact of Accountability on Organizational Performance in the U.S. Federal Government: The Moderating Role of Autonomy. *Review of Public Personnel Administration*, 39(1), 3–23. <https://doi.org/10.1177/0734371X16682816>
- H.A, V.D (2020). The Impact of Empowerment on the Teamwork Performance. Evidence from commercial banks in Vietnam. *The Journal of Asian Finance Economics and Business* 7(4), 267-273.
- Hafeez, U., Akbar, W. (2015). “Impact of Training on Employees Performance”. Evidence from Pharmaceutical companies in Karachi, Pakistan). *Business Management & Strategy*.
- Hemakumara M.G.G., (2020). Impact of Motivation on Job Performance. *A Review of Literature Journal of Human Resources Management and Labour Studies* (2): 24-29.
- Hermawan, H., Thamrin, H.M., & SUSILO, P. (2020) Organisational Citizenship, Behaviour and Performance: The Role of Employee Engagement. *Journal of Asian Finance Economics and Business* 7(12), 1089-1097. <https://doi.org/10.13106/JAFEB.2020.VOL7.N012.1089>.
- H Wang, C Lu, O Siu (2015). Job Insecurity and Job Performance: The Moderating Role of Work Engagement, *Journal of Applied Psychology*, 2015 – Psycnet.apa.org.

- Hisham, M. H., & Siddig, B. I., (2018). Impact of Employee Skills on Service Performance. Mediating role customers experience and performance. *Khartoum, Sudan*.
- Huang, T. W.R. (2019). Job Training Satisfaction, Job Satisfaction and Performance, Intech open, doi:10:5772/intech open 89117.<https://www>
- Hussein, H.K. (2019). Measuring the Impact of Employee Involvement in Decision-Making & Job Performance. *Tikrit Journal of Administrative and Economic sciences*, 2(42), 133
- ILO, (2018): Report on Enhancing Youth Employability – Importance of Core Work Skills, Employability Skills are portable Competences and Qualifications that Enhance an Individuals Capacity
- Ishani Vats, (2020): Methods that are Favourable in Skill Development. Learning Research Center Management. *Technical content writer*, select Hub, Ishani
- Islami, Mulolli & Mustafa (2018). Using Management Objectives as a Performance Appraisal Tool for Employee Satisfaction. *Future Business Journal* 4(1); 94-108. <https://doi.org/10.1016/j.fbj.2018.01.001>
- Kim, W., Ifan, S.J. & Park J. (2019). Is the Role of Work Engagement Essential to Employee Performance or Nice to Have? *Sustainability*. 11, 1050. Doi: 10.3390/Su11041050
- Kothari, C. R., & Garg, G. (2019). Research methodology: Methods and techniques (Fourth multi colour edition). *New Age International (P) Limited, Publishers*.
- Lalli, S., (2015). “The Impact of Rewards on Employee Performance in Commercial Banks of Bangladesh: an empirical study, IOSR, *Journal of Business and Management*, 6(2), 9-15.
- Mahadevan, A., & Yap, M. H. (2019). Impact of Training Methods on Employee Performance in a Direct Selling Organization, Malaysia. *IOSR Journal of Business and Management IOSR-JBM*, 21(10), 07–14.
- Mutysia, J., Thuo, A., & Mutegi, D. (2017). Effect of Training Needs Assessment on Organizational Performance in the Counties in Kenya a Case Study of City County of Nairobi. *International Journal of Current Aspects in Human Resource Management (IJCAHRM)*, 1(1), 44–59.
- Ngwenya, B. & Pelsen, T. (2020). Impact of Psychological Capital on Employee Engagement, Job Satisfaction and Employee Performance in the Manufacturing Sector in Zimbabwe. *SA Journal of Industrial Psychology*, 46(0), 1-12.
- Noko E. & Nwuzor, J. (2021) Employee and Organization Performance: Employees Perception of Intrinsic and Extrinsic Rewards System, *Applied Journal of Economics Management and Social Sciences* 2 (1): 26-32.
- Ongore, O.V, & Kusa, B.G. (2018), Determinants of Financial Performance of Commercial Banks in Kenya. *International Journal of Economics and Financial Issues* 3, 237-25
- Othman, S. A. & Mahmood, N.H.N. (2019). Linking Employee Engagement towards Individual Work Performance through Human Resource Management Practice: from high potential employees’ perspectives. *Management social Letters*. 9, 1083-1092. [Doi: 10.5267/J.M.S.L.2019.3.016](https://doi.org/10.5267/J.M.S.L.2019.3.016)

- Pablos, P.O., Tennyson, R.D. (Eds), Handbook of Research on Human Resources Strategies for the new Millennial Workforce, Vol 17, Issue 1, 2018.
- Pawirosumarto, S., Sarjana, P.K., & Gunawan, R. (2017). The Effect of Work Environment Leadership Style and Organization Culture towards Job Satisfaction and its implication towards employee performance in Poradov Hotels and Resorts, *Indonesia International Journal of Law*, 59(6) 1337-1358. <https://doi.org/10.1108/1Jhml-10-2016-0085>.
- Pillay, E., & Singh, S. (2018). The Impact of Employee Engagement on Organizational Performance – a case of an Insurance Brokerage Company in Gauteng. *Journal of Business and Management*, 20(6), 66-76.
- Pitafi, A.H., Kaanwal, S., Ali, A. N., & Ameen, M.W. (2018). Moderating Roles of IT Competency and Work Cooperation on Employee Performance in an ESM Environment. *Technology in society*, 55(c), 199-208.
- Renard, M., and Snelger, R.J. (2017). Positive Consequences of Intrinsically rewarding work: A Model to Motivate, Engage and Retain Non-profit Employees. *Southern African Business Review*, 21(1), 177-197.
- Saihu, A., & Rhiani, I.,(2022). Effect of Soft Skill, Motivation and Job Satisfaction on Employee Performance through Organizational Commitment. Bandung Institute of Technology, *Bundapest International Research and Critics Institute (BIRCI- Journal) Humanities and Social Sciences* 5(1): 6070-6083.
- Shah, N., Irani, Z., & Sharif, A.M. (2017). Big Data in Human Resource Context: Exploring Organizational Change Readiness. *Journal of Business Research* 70, 366-378.<https://doi.org/10.1016/j.j.business.2016.08.10>
- Soomn, B.A., Mangi S., & Shah, N. (2021). Strategic Factors and Significance of Organizations Innovation & Organization Learning in Organizations' Performance. *European Journal of Innovation Management* 24(2), 481-506
- Schindler, P. S. (2019). *Business research methods* (Thirteen edition). McGraw-Hill/Irwin.
- Sekaran, U., & Bougie, R. (2019). *Research methods for business: A skill-building approach* (Eighth edition). John Wiley & Sons, Inc.
- Supriyatin, E., Ali Iqbal, M., & Indradewa, R. (2019). Analysis of Auditor Competencies and Job Satisfaction on Tax Audit Quality Moderated by time Pressure (case study of Indonesian tax offices). *International Journal of Business Excellence*, 19(1), 119-136. <https://doi.org/10.1504/IJBEX.2019.101711>
- Warsame, K., (2017). Effect of Compensation Management Practices on Employee Performance in Wajir County, Kenya. *Unpublished research project for the award MBA (corporate Management)*. School of Business and Public Management, KCA University.
- Woods, L., (2017). How can a Salary Influence a Workers' Performance in an Administration. Retrieved from www.work.com/can-salary-influence-workersperformance-administration-25950.html

APPENDIX I: LETTER TO THE RESPONDENT

Dear Respondent,

RE: RESEARCH PROJECT

I am a postgraduate student of Africa Nazarene University pursuing Master of Business Administration, Human Resources option. As a requirement of my study, I am carrying out a survey on influence of staff motivation practices on Employee Performance of National Bank Head Office, Nairobi. The success of this study will substantially depend on your willingness and cooperation to provide the information required. I kindly request you to fill this questionnaire for data gathering. The attached questionnaire is specifically designed for the purpose of this study only; and all responses will be treated in absolute confidence and anonymity.

Thank you for your cooperation.

Yours Faithfully,

Lorna Njeri Gathage

5. Highest Level of Education

- 1) Certificate/Diploma []
- 2) Degree []
- 3) Postgraduate []
- 4) PhD []
- 5) Others (specify) []

Part B: Influence of Training Practice on employee performance of NBK head office, Nairobi

In this section, please tick the appropriate option that best reflects the degree to which employee training affects employee performance.

1 strongly agree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5= Strongly Agree.

	Statement	1	2	3	4	5
1	Training needs assessment is carried out continuously within the organization to enhance performance					
2	Knowledge acquired through continuous training has a direct influence on my work performance					
3	Training programs are evaluated to gauge their effectiveness in improving performance					
4	I feel the bank has a great deal of personal meaning to me					

5	when someone talks good of the bank, I feel like a personal compliment					

SECTION C: Effects of Skills development on employee performance.

To what extent do you agree with the following statement on skills development?

1 strongly agree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5= Strongly Agree.

	Statement	1	2	3	4	5
1	I feel to leave the bank to another bank					
2	Am feeling to request for an early retirement for fear of losing the job					
3	Lack of right skills lenders me ineffective					
4	I feel am underperforming in the bank					
5	The bank complains of my poor performance in the workplace					
6	I trust my ability to get a new job when I need one					
7	am happy with my job					

In your bank, to what extent do you think employees have been productive during the period of skills development?

5 = Very great extent 4 = Great extent, 3 =Moderate, 2 = less extent, 1= Very less extent.

1. []

2. []

3. []

4. []

5. []

SECTION D: effects of Employee Engagement Plans on performance.

In this section, please tick the appropriate section that best reflects the degree to which the following indicators affect employee performance.

1 strongly agree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5= Strongly Agree.

	Statements related to Career Advancement Plans	1	2	3	4	5
1	The Bank has promotion opportunities for an employee's achievements to motivate employee for better performance					
2	Supervisors and employee are responsible for individual employee engagement to improve performance					
3	The Bank provides regular opportunities for talent development to increase performance					
4	Training needs assessment is carried out continuously within the organization to enhance performance					
5	Knowledge acquired through continuous training has a direct influence on my work performance					
6	Training programs are evaluated to gauge their effectiveness in improving performance					
7	The Bank provides opportunity to do creative and challenging work to enhance performance					
8	The Bank encourages employee participation in deciding the career path for better performance					

APPENDIX III: RESEARCH PERMIT



REPUBLIC OF KENYA



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **326392**

Date of Issue: **21/February/2022**

RESEARCH LICENSE



This is to Certify that Miss.. Lorna Njeri Gathage of Africa Nazarene University, has been licensed to conduct research in Nairobi on the topic: Influence of Staff Motivation Practices on Employee Performance of National Bank of Kenya Nairobi, Head office Kenya for the period ending : 21/February/2023.

License No: **NACOSTI/P/22/15587**



APPENDIX IV: RESEARCH AUTHORIZATION LETTER

13th, February, 2022

E-mail: researchwriting.mba.anu@gmail.com

Tel. 0202711213

Our Ref: 15M03DMBA055

The Director.

National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100
Nairobi. Kenya

Dear Sir/Madam:

RE: RESEARCH AUTHORIZATION FOR: LORNA NJERI GATHAGE

Miss. Lorna is a postgraduate student of Africa Nazarene University in the Master of Business Administration (MBA) program.

In order to complete her program, Miss. Lorna is conducting a research entitled: “**Influence of**

Staff Motivation Practices on Employee Performance of National Bank of Kenya, Nairobi

Head Office, Kenya”

Any assistance offered to her will be highly appreciated.

Yours Faithfully,

A handwritten signature in black ink, appearing to read 'DR. Kimani Gichuhi'.

**DR. Kimani Gichuhi,
MBA, Coordinator,
School of Business,
Africa Nazarene University.**

